

HOT TOPICS

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CURRENT ISSUES FOR ARMY LEADERS

Force Protection



**Surveillance and
Self-protection**

The Terrorist's Mind

Commanders' Core Functions

SOLDIERS are the centerpiece of our formations. They risk their lives for the safety of our nation, and leaders must dedicate every resource and effort to keeping soldiers and their families from becoming targets of crime or terrorism.

The horrors of Sept. 11 underscored the importance of force protection with a brutality Americans will not soon forget. More than ever before, soldiers understand the need to be constantly aware of their surroundings, and to stop would-be attackers.

Leaders must teach their soldiers how to effectively protect themselves, unit resources and information without attracting the attention of terrorists. This is a responsibility we must execute to standard, for military installations and assets are among terrorists' prime targets.

Force protection applies to all security programs, but this issue of *Hot Topics* highlights terrorism since it is the leading threat to America today. This guide will help your unit do its part in combating terrorism.



LTG David D. McKiernan
G-3



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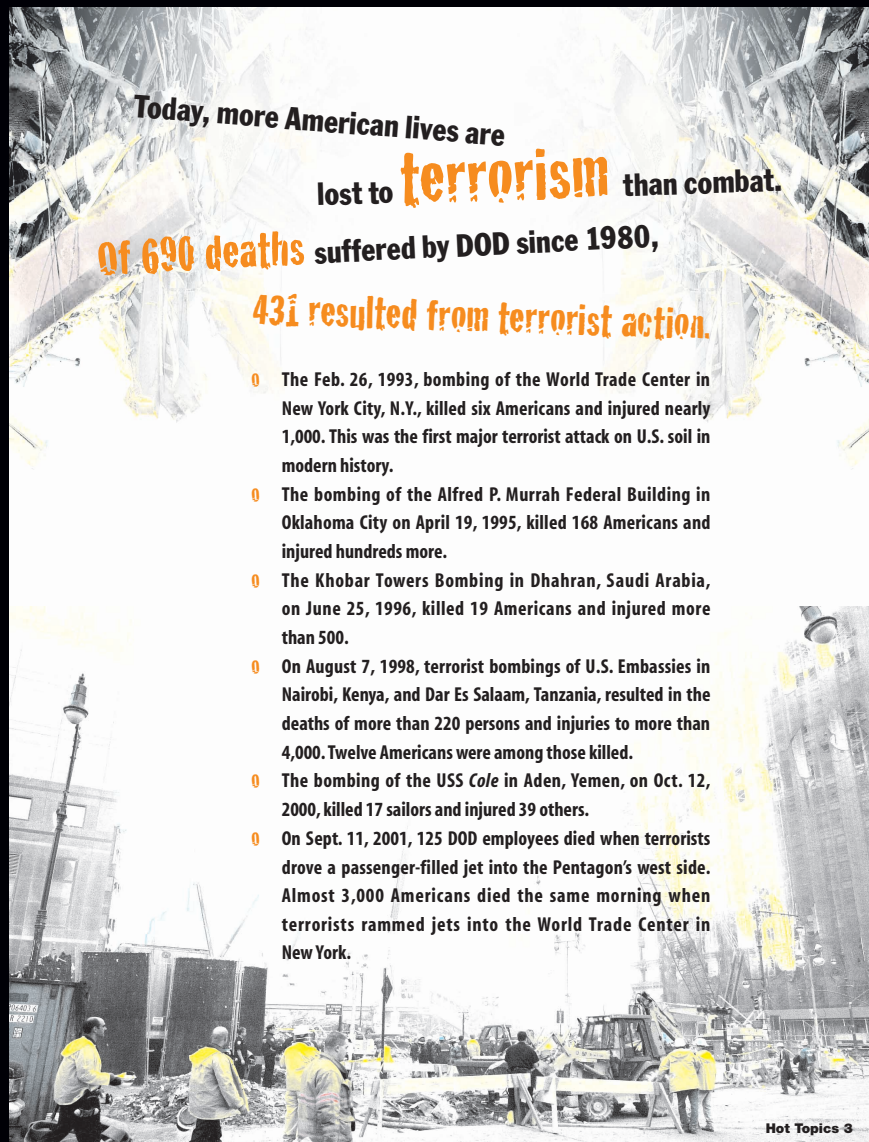
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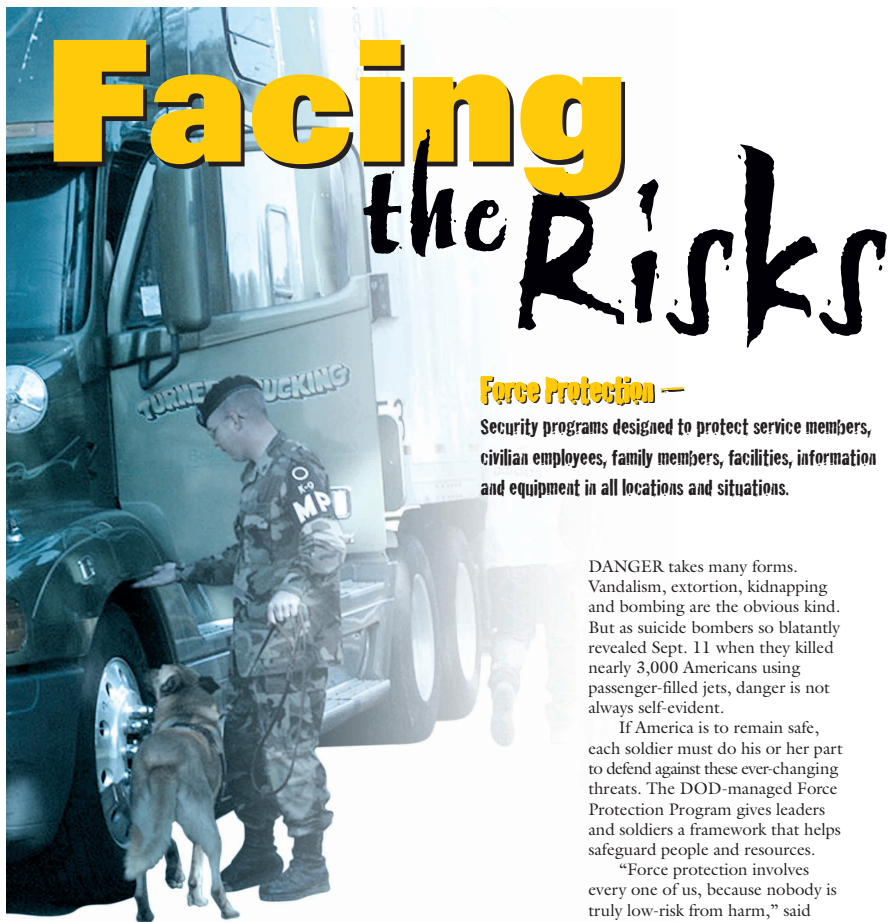
Credits



Today, more American lives are
lost to **terrorism** than combat.
of 690 deaths suffered by DOD since 1980,
431 resulted from terrorist action.

- 0 The Feb. 26, 1993, bombing of the World Trade Center in New York City, N.Y., killed six Americans and injured nearly 1,000. This was the first major terrorist attack on U.S. soil in modern history.
- 0 The bombing of the Alfred P. Murrah Federal Building in Oklahoma City on April 19, 1995, killed 168 Americans and injured hundreds more.
- 0 The Khobar Towers Bombing in Dhahran, Saudi Arabia, on June 25, 1996, killed 19 Americans and injured more than 500.
- 0 On August 7, 1998, terrorist bombings of U.S. Embassies in Nairobi, Kenya, and Dar Es Salaam, Tanzania, resulted in the deaths of more than 220 persons and injuries to more than 4,000. Twelve Americans were among those killed.
- 0 The bombing of the USS *Cole* in Aden, Yemen, on Oct. 12, 2000, killed 17 sailors and injured 39 others.
- 0 On Sept. 11, 2001, 125 DOD employees died when terrorists drove a passenger-filled jet into the Pentagon's west side. Almost 3,000 Americans died the same morning when terrorists rammed jets into the World Trade Center in New York.

Hot Topics 3



Marilu Noakes

Facing the Risks

Force Protection —

Security programs designed to protect service members, civilian employees, family members, facilities, information and equipment in all locations and situations.

DANGER takes many forms. Vandalism, extortion, kidnapping and bombing are the obvious kind. But as suicide bombers so blatantly revealed Sept. 11 when they killed nearly 3,000 Americans using passenger-filled jets, danger is not always self-evident.

If America is to remain safe, each soldier must do his or her part to defend against these ever-changing threats. The DOD-managed Force Protection Program gives leaders and soldiers a framework that helps safeguard people and resources.

"Force protection involves every one of us, because nobody is truly low-risk from harm," said Ronald C. Francis, security specialist for the Security, Force Protection and Law Enforcement Division in the Office of the Deputy

Chief of Staff, G-3.

Force protection merges security programs so experts can assess threats and vulnerabilities from a broad perspective that includes:

- Physical security;
- Personal security;
- Systems security;
- Operations security (OPSEC);
- Information security (INFOSEC);
- Antiterrorism;
- Protective services/executive protection;
- Law enforcement;
- Weapons of mass destruction preparedness.

Intelligence underlies each portion of force protection. When force protection is viewed as an overarching program that encompasses all of these, chances are greater that threats can be detected before it's too late.

"This approach helps us minimize redundant procedures throughout the Army's security programs, coordinate resources and improve the distribution of terrorist threat information," said LTC David P. Glaser, also of the Security, Force Protection and Law Enforcement Division.

Threats change continuously over time. While America's greatest danger may have once stemmed from saboteurs or hackers, the Sept. 11 attacks proved terrorism to be today's harshest threat. Americans now consider the possibility of terrorist attacks to be ever-present — on U.S. soil and abroad.

History also reveals great gaps

between expected attacks and actual attacks. Threat assessments deemed the USS *Cole*'s highest risk to be a pier-side attack, but it was damaged by a boat-borne bomb on Oct. 12, 2000. And a truck bomb — not passenger-filled jets — was the predicted danger for both the WTC and the Pentagon.

Although national intelligence and security agencies had their eyes on the Al Qaeda before Sept. 11, 2001, their assessments implied risks far from U.S. soil, Glaser said.

"The risk assessment told us that the most likely target was U.S. interests in Southwest Asia, not the continental United States. So if you went to our facilities in Southwest Asia, they were heavily fortified by serious force-protection measures," he said.

Francis said the Sept. 11 attacks vindicated every stride the Army has made in force protection. "It was never a matter of if something was going to happen, it was a matter of when," he said from his Pentagon office. "Unfortunately, it happened two corridors down from us."

Force protection will continue to be tailored as threats evolve, Glaser said. Current plans direct that strict safety features be included in future DOD construction, and post entrances will be constructed for all security conditions. Post entrances will also have adequate lighting, permanent perimeter barriers and communication networks.

"We have to be vigilant and on our guard," Francis said. "Nobody is truly low-risk. We must learn to think of force protection as a part of everything we do."



Force Protection Condition System

THE Force Protection Condition (FPCON) System was adopted in June 2001 to facilitate continuity among branches of the U.S. armed forces. The system is designed to reduce vulnerability to terrorist attacks through the use of detailed protective measures. FPCONs may vary throughout DOD, depending on locations and local threat levels.

The five FPCONs are:

Normal — Applies when a general threat of possible terrorist activity exists but warrants only a routine security posture. A terrorist attack is always possible, but the best information available offers no indication of probable attack.

Alpha — Applies when there is a general threat of possible terrorist activity against personnel and installations, the nature and extent of which are unpredictable. General conditions suggest possible violence, but nothing indicates the installation is targeted.

Bravo — Applies when an increased and more predictable threat of terrorist activity exists. Specific information suggests probable violence, but nothing indicates the installation is targeted. Extra precaution is appropriate to deter terrorist planning.

Charlie — Applies when an incident occurs or intelligence is received indicating some form of terrorist action against personnel and installations is imminent. Evidence of terrorist attack planning may exist, such as terrorist surveillance or reports from local sources. Strong protective measures are required, but the installation must continue its regular mission activities.

Delta — Applies in the immediate area where a terrorist attack has occurred or when intelligence has been received that terrorist action against a specific location or person is likely. Normally declared as a localized warning. The installation moves to a high state of alert and some mission activities may be delayed or cancelled.

Installation commanders may randomly apply tighter antiterrorism measures to rehearse reaction capabilities, enhance threat awareness and make it harder for terrorists to plan attacks.

Threat Levels

THE Defense Intelligence Agency sets terrorism threat levels throughout the world based on analysis of terrorist groups and the general operating environment. Threat levels are not the same as FPCONs. However, changes in threat levels may cause changes in FPCONs used to protect DOD personnel in a specific location.

The threat levels are:

- 🔴 **High** — Terrorists are active and use violent attacks.
- 🟡 **Significant** — Terrorists are present and prefer violent attacks, but have limited operational activity.
- 🟡 **Moderate** — Terrorists are present but no incidents of anti-U.S. activity have occurred.
- 🟢 **Low** — Terrorist groups and activities are not detected.

The Terrorist's Mind

WHILE understanding what drives a terrorist to cruelty and bloodshed may seem impossible, the Terrorism Research Center categorizes terrorists' motives into three areas: rational motivation, psychological motivation and cultural motivation.

Rational terrorists methodically plan their attacks. They consider cost, the odds of being caught and their targets' defense capabilities. Psychological motivation stimulates terrorists who are unhappy with their lives and who associate everything evil with factors outside their realms or groups. Cultural motivation rises from beliefs and values that individuals adopt from the societies in which they live.

Terrorists choose their targets carefully, sometimes spending weeks or more determining a prospect's accessibility, vulnerability and political worth. They often seek large groups of Americans in such public places as international airports, large cities, bus stops, nightclubs and hotels. Terrorists easily spot targets by noticing VIP treatment, official cars, reserved parking, pagers and saluting.

Intimidation, coercion and violence are commonly used by terrorists. Their cruelty steadily increases as their tactics are further developed and practiced.

An Evolving Threat

THE face of terrorism changes daily. Though new threats arise they do not replace long-established ones. In the past, terrorists were motivated to instigate revolutionary political change, and their targets were U.S. and allied military forces. Their organizations were hierarchical, with identifiable leaders and subordinates located in cells with discrete roles. They operated nationally and regionally with aims to attack and escape, generally avoiding massive death.

In the new millennium, terrorist threats are usually motivated (or justified) by religion, with the intent to destroy U.S. credibility. Targets include U.S. military forces, government institutions and society in world-wide locations. These newer terrorist organizations operate in global networks, and are loosely affiliated with each other, and may be indirectly supported. Tactics are often suicidal, and mass casualties are common.

A Commander's Responsibility



Donald Davis

COMMANDERS face many demands on their time and assets, but they must never sacrifice the safety of people, information and resources. Assuring force protection should be every commander's goal.

Leaders must ask themselves:

Does my unit have a current threat assessment?

Threat assessments incorporate intelligence data from national, DOD and local levels with informal information from surrounding communities. Assessments detail normal activity patterns, attitudes toward U.S. forces, deterrence perceptions, new threat possibilities and indicators of changing conditions.

There are several questions to ask when assessing threat. Thinking about the following factors can prepare soldiers for potential risks:

- ❑ Are there domestic or transnational threat groups in the area?
- ❑ Who or what are their targets?
- ❑ What are their objectives?
- ❑ How active are they?
- ❑ Are they violent?
- ❑ Are they amateurs or pros?
- ❑ How much support do the terrorists have?
- ❑ How do they operate?
- ❑ Are they predictable?
- ❑ What are their tactics and weapons?

Deployable units should expand their assessments to include transitions from their home bases to (and including) final destinations.

New sources of threat information should be continually sought. Leaders should encourage their soldiers to look for and report suspicious activities, stolen identification and elicitation of security information. Debriefing guard and security personnel may help illuminate activity patterns that extend beyond one guard tour.

Remember that seeing threats takes imagination. "No one in the entire aviation industry imagined terrorists would use commercial aircraft as cruise missiles," said one airline pilot after Sept. 11.

Do we have a current vulnerability assessment?

Vulnerability assessments are required annually and when threat levels change, and are based on the threat assessment. A vulnerability assessment starts with an inventory of key assets and areas, and explores the possibility of threat as well as the existence of threat. Vulnerabilities should be prioritized in the order in which they should be addressed, according to the inventory of key assets and areas.

During vulnerability assessments, leaders should check perimeter fences to ensure they are free of obstacles and vegetation over four inches high, which could impede observation and provide concealment to intruders. Access to unit equipment can be limited through the layering of security. For example, fences and such barriers as cement blocks, vehicle tires and 55-gallon oil drums can prevent forced entry.

Assessments must also define the vulnerability of computer networks, installation infrastructure and transportation systems.

Do we have an antiterrorism plan?

Antiterrorism plans synchronize routine security activities, outline procedures for threat monitoring, provide measures for changing threat levels and include a specific plan for incident response. Leaders should ensure the plan outlines unit members' roles during terrorist attacks, security violations, chemical attacks and bomb threats. The antiterrorism plan is based on the threat and vulnerability assessments.

Has the plan been exercised?

Army Regulation 525-13, "Antiterrorism," requires annual exercises that test and rehearse antiterrorism

plans. The antiterrorism exercise validates, and highlights the shortfalls of, the antiterrorism plan.

Antiterrorism activities should also be incorporated into routine operations through the implementation of a Random Antiterrorism Measures Program (RAMP), in which visually obvious measures from FPCON levels higher than the current FPCON are randomly implemented. This generates deterrence through unpredictability and raises the security awareness of both friends and potential adversaries. Exercises and Risk Analysis Management Systems (RAMS) can help validate resource requirements.

Bomb-threat exercises rehearse command and control, evacuation and search procedures, and actions to take if a suspected or actual bomb is found.

Since mass notification systems such as "Giant Voice" provide immediate and effective notification of emergency conditions, leaders should test them to make sure they work.

Was the antiterrorism program reviewed within the last year?

Leaders must periodically review and update their units' security plans and brief all personnel on their individual responsibilities.

Are we current on Level One Antiterrorism Awareness Training?

Level One Antiterrorism Awareness Training is an annual requirement for all active-duty service members and DOD personnel, including civilians stationed overseas. Stateside civilians and family members ages 14 and above should receive Level One training if the threat level is raised to moderate, or if they are eligible for overseas government travel.

The training includes information on terrorist operations, individual protective measures, surveillance detection, hostage survival and threat levels. It is available from DOD online at www.at-awareness.org.

Surveillance and SELF-PROTECTION

SURVEILLANCE is the secretive, continuous watching of persons, vehicles, places or objects to obtain information.

These watchers can be anyone, anywhere — they are not always behind you and not always men. The main threat to travelers is being in the wrong place at the wrong time and becoming inad-

military police officers, and other law-enforcement agencies. While traveling abroad, soldiers should check in with family and unit members periodically, and stay in DOD facilities when possible.

Official security briefings are mandatory for soldiers before traveling. While traveling, a soldier should:

- ❖ Consider using a tourist passport.
- ❖ Place military identification, orders and related military documents in checked luggage.
- ❖ Carry cash, passport and credit cards separately. Pack an extra set of passport photos along with photocopies of the passport information page.
- ❖ Avoid carrying classified documents unless they are mission-essential and authorized.
- ❖ Identify a hiding place for important documents in case of a skyjacking or other threat situations.
- ❖ Avoid using rank and military addresses on tickets, travel documents and hotel reservations.
- ❖ Avoid traveling in uniform, and dress conservatively. Avoid wearing distinctive military or U.S. items, such as cowboy hats, baseball caps or military issue shirts.
- ❖ Avoid flashing large sums of money or luxury items, and avoid the appearance of affluence.
- ❖ Use plain civilian luggage, avoiding military duffel bags

and removing military patches or decals.

- ❖ Avoid handbags and fanny packs that are easy targets.
- ❖ Avoid discussing travel plans and personal information.
- ❖ Show respect for local customs and know certain key phrases.
- ❖ Keep informed of local events and avoid demonstrations.
- ❖ When overseas, know how to contact U.S. embassies and consulates. Keep a local phone card for emergencies.

When traveling on foot, soldiers can detect surveillance by retracing their courses, using mirror or window reflections, stopping unexpectedly, changing their pace or stopping to tie their shoes. If surveillance is confirmed, soldiers have several options, such as proceeding to a known safe area, moving to a populated area, hailing a taxi, changing their appearance, changing their route or seeking police.

When driving, soldiers should vary routes to and from destinations, travel with a companion, and avoid isolated areas and inner driving lanes. When using a rental car, soldiers should choose a plain vehicle that blends in with what the locals drive. Park in well-lit areas and always check the area around the vehicle before driving.

If surveillance is detected, soldiers should hide their suspicions and proceed to a safe area without forcing confrontation. Submit a full written report to the military or local law-enforcement agencies, intelligence specialists, consulate or embassy.

SAFETY AT Home

LEADERS can help newcomers choose safe residences by linking them with soldiers who are familiar with the local communities. Newcomers should also be encouraged to research the reliability of police and rescue systems.

Finding a safe community is just the start of protecting families and property from harm. These guidelines offer further protection:

- ❖ Do not put name and rank on the outside of the residence.
- ❖ Install good lighting.
- ❖ Lock all entrances even when you're at home.
- ❖ Control vegetation to eliminate hiding places.
- ❖ Ensure doors are solid and have deadbolt locks.
- ❖ Secure windows when not in use.
- ❖ Close draperies during darkness.
- ❖ Install one-way peepholes in doors.
- ❖ Install or inspect fire extinguishers, alarms, intercoms and first aid equipment.
- ❖ Install metal grating on glass doors and ground-floor windows.
- ❖ Consider bars and locks on skylights.
- ❖ Destroy envelopes or bills that show your name, rank or other personal information.
- ❖ Ensure all family members know how to escape and get help in the event of danger.
- ❖ Facilitate escape from rooms above ground level by providing rope ladders.
- ❖ Keep emergency phone numbers next to the telephone. Numbers should include the police, fire department, hospitals and places where family members can be reached. It's also a good idea to have family members memorize emergency numbers.

While You're Away

If a house appears empty for long periods of time, criminals and terrorists may consider it easy prey. A lived-in look often deters danger. Timers that automatically turn lights on and off at varying times and locations can present a look of occupancy. Soldiers who are away for extended periods of time should suspend newspapers and mail, and leave a set of keys and a list of phone numbers with neighbors.



Dick Christiansen

vertent victims. But soldiers can best protect themselves from observation by simply being alert.

Unpredictability is the greatest deterrent. Generally, soldiers should vary their daily routines, be alert and watch for anything suspicious or out of place. They should also report incidents immediately to unit force-protection advisers, intelligence or



BOMB Threats

MOST major terrorist attacks on U.S. soil have been conducted with bombs. Explosive devices are the terrorist's weapon of choice because they are inexpensive and easy to produce, as well as being a low risk to the perpetrator. Bomb targets include:

- residences;
- vehicles;
- commercial operations;
- public buildings;
- military installations;
- people;
- schools;
- public utilities.

The more familiar soldiers become with their surroundings, the more likely they are to detect something out of place. The most common hiding spots for bombs include dumpsters, street drainage systems, storage areas, mailboxes, parked cars, bushes, mail parcels and ceilings with removable panels.

Soldiers in multi-level buildings should review emergency-evacuation procedures and know where fire exits, extinguishers and first-aid kits are located.

Bomb threats are sometimes issued by telephone. In such cases, soldiers should try keeping the caller on the phone to identify him or her by taking the following steps:

- 1 Make a note of the exact words being spoken by the caller. These can help identify the exact nature of the threat.
- 2 Ask:

When is the bomb going to explode?
Where is the bomb right now?
What kind of bomb is it?
What does the bomb look like?
Why did you place the bomb?

- 3 Detect verbal clues that can identify the caller. Is it a male or female? An adult or juvenile? About what age is the caller?
- 4 Note such qualities about the caller's voice as being fast or slow, distorted or distinct. Does the caller have an accent?
- 5 Listen for background noises that might give clues to the caller's location or identity.

Soldiers should use pre-arranged signals, written notes or a separate telephone line to warn others of the threat while speaking to the caller. Bomb threats should be immediately reported to a supervisor, security officer or security agency.



Staff Sgt. Larry A. Simmons

The Search

THE bomb scene officer determines whether a supervisor search or a search-team search should be conducted. Although supervisor searches are expedient and cause less operational disruption, they are only 60 percent effective. Search-team searches are preferred for large searches and require building evacuation.

To begin a search, start 25 to 30 feet outside the facility, then divide the facility into small search areas. Begin the inside search downstairs and work up. Stop and listen before individual room searches. Divide rooms into four height zones: floor to hip, hip to chin, chin to ceiling and false ceiling to true ceiling.

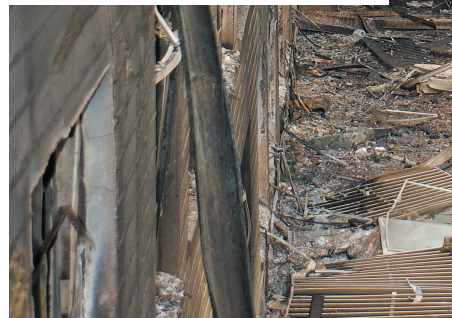
Soldiers should never touch a suspected bomb. Once a suspected device is found, the bomb scene officer may terminate the search, mark the location and notify an explosive ordnance disposal expert. The search can be continued if necessary once EOD has cleared the device. Never assume that there is only one device. A favorite terrorist tactic is to plant or detonate one device, with another device nearby intended to target response personnel.



Staff Sgt. Larry A. Simmons

Indicators of a bomb inside suspicious packages

- 1 Mailed from a foreign country;
- 2 Restrictive markings such as "personal";
- 3 Excessive postage;
- 4 Misspelled words;
- 5 Addressed to a person's title rather than to his or her name;
- 6 Wrong title with name;
- 7 Rigid or bulky;
- 8 No return address;
- 9 Badly typed or written;
- 10 Strange odor or oily stains;
- 11 Protruding wires;
- 12 Lopsided shape;
- 13 Unexpected arrival.



Commanders' Core Functions

Anticipate threat. Identify terrorist options and scenarios. Challenge assumptions.
Mitigate vulnerabilities. Establish protective measures, both procedural and physical.
Engage to observe. Establish reconnaissance. Gather local insights.
Engage to deter. Calibrate random measures for maximum prevention.
Prepare attack response. Be prepared for the worst. Rehearse.



SSG Alberto Betancourt

Force-Protection Checklist

- ❑ Does the unit have antiterrorism and force-protection regulations?
 - ♦ Army Regulation 525-13, "Antiterrorism," dated Feb. 2, 2002.
 - ♦ National Guard Regulation 525-13, Supplement to AR 525-13.
 - ♦ Department of Defense Directive 2000.12, "Antiterrorism/Force Protection Program."
 - ♦ Department of Defense Instruction 2000.16, "DOD Antiterrorism Standards."
 - ♦ CJCS 5260, "Commander's Handbook for Antiterrorism Readiness."
- ❑ Does the unit have a force-protection officer?
- ❑ Does the unit conduct annual Level One Antiterrorism Awareness Training, including introduction to terrorism, terrorist operations, detecting terrorist surveillance and hostage/kidnap situation training?
- ❑ Does the unit have records of force-protection training?
- ❑ Does the unit have current threat and vulnerability assessments?
- ❑ Has the unit's antiterrorism plan been rehearsed and updated within the last year?
- ❑ Are soldiers traveling to medium- or high-threat level areas provided the following:
 - ♦ A briefing on the current country-specific force protection level in effect;
 - ♦ Instruction on recognizing and reporting such improvised explosive devices as packages, baggage and motor vehicles;
 - ♦ Cultural aspects of host countries;
 - ♦ Mine awareness;
 - ♦ Rules of engagement, as applicable.

RESOURCES

Army Regulation 525-13, "Antiterrorism" — Prescribes Army policy and procedures and assigns responsibilities for the Antiterrorism Program. It contains a detailed list of other applicable Army and DOD regulations and publications.

On-line situation-based training — Level One antiterrorism training is an annual requirement that portrays soldiers in deadly scenarios and offers a multiple-choice test with instant feedback. Located at www.at-awareness.org, this website requires an access code provided by your unit or installation antiterrorism officer (ATO). The ATO can also present this training to a large group before deployment.

The Terrorism Research Center — Informs the public of the phenomena of terrorism and information warfare. The center's website, www.terrorism.com, features links to other terrorism research sites and resources.

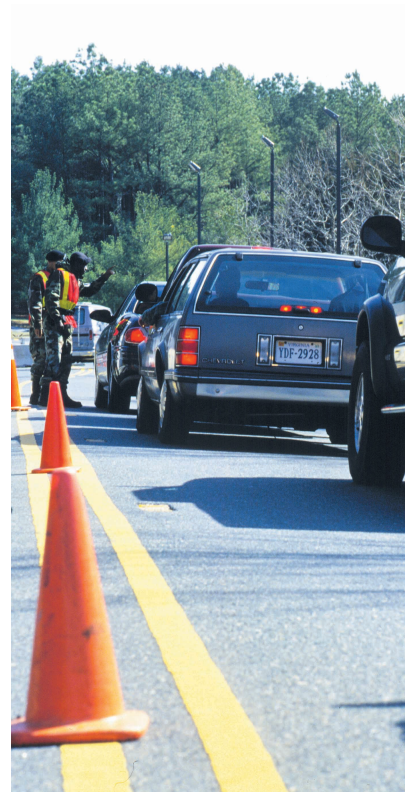
Federal Emergency Management Agency — Offers fact sheets on terrorism. Located at www.fema.gov.

www.defenselink.mil/sites/t.html#terror — Includes a listing of several key government terrorism-related sites.

www.state.gov — Offers basic travel information on most countries.

www.traveling.com — Lists helpful words and phrases in foreign languages and scripts.

www.lonelyplanet.com — Provides detailed travel information.



Paul Disney



Paul Disney

SOFT targets are predictable and oblivious to threat. Soldiers who make themselves hard targets are aware of threat and adjust personal habits accordingly. Leaders can help soldiers deter danger by encouraging them to adopt the following concepts into their everyday thinking.

- ⦿ Plan ahead. Thinking ahead helps us choose safer options and improves the possibility that we'll be more alert during danger.
- ⦿ Be anonymous. Don't be an easily identifiable target.
- ⦿ Be aware. Look for suspicious persons and activities. Threats are not always obvious.
- ⦿ Be unpredictable. Change routines, routes, times and speeds.
- ⦿ Control access. Maintain security.
- ⦿ Be a team player. Cooperate with unit security measures and take care of fellow soldiers.

BOTTOM LINE

Complacency is the greatest threat to soldiers.